

# Getting to the Right Measures

2016 BFO Preparation Session #3



# Training Objectives

Attendees will:

- Have fun
- Learn how to identify potential measures

# Outline

- Introductions
- Review previous sessions
- Walk through identifying measure(s)
- Reflection
- Next Up: Set targets

# WWC Team



**Carter Hewgley**  
**Director of Performance and Analytics at GovEx**

Originally from Chattanooga, Carter has spent his career helping state, local and federal government use data to help solve problems big and small. Before coming to the Center, Carter established the Enterprise Analytics Division at the Federal Emergency Management Agency, where he ran FEMASTAT and other analytics teams.



**Katherine Klosek**  
**Senior Analyst at GovEx**

A Baltimore native, Katherine Klosek began her career with Governor O'Malley's StateStat office advancing progress toward policy goals in the areas of health and economic opportunity. Katherine spent the following three years using data to drive strategy as Director of the Baltimore Partnership to End Childhood Hunger.

Katherine practices yoga, and teaches yoga to folks in a residential rehabilitation facility.

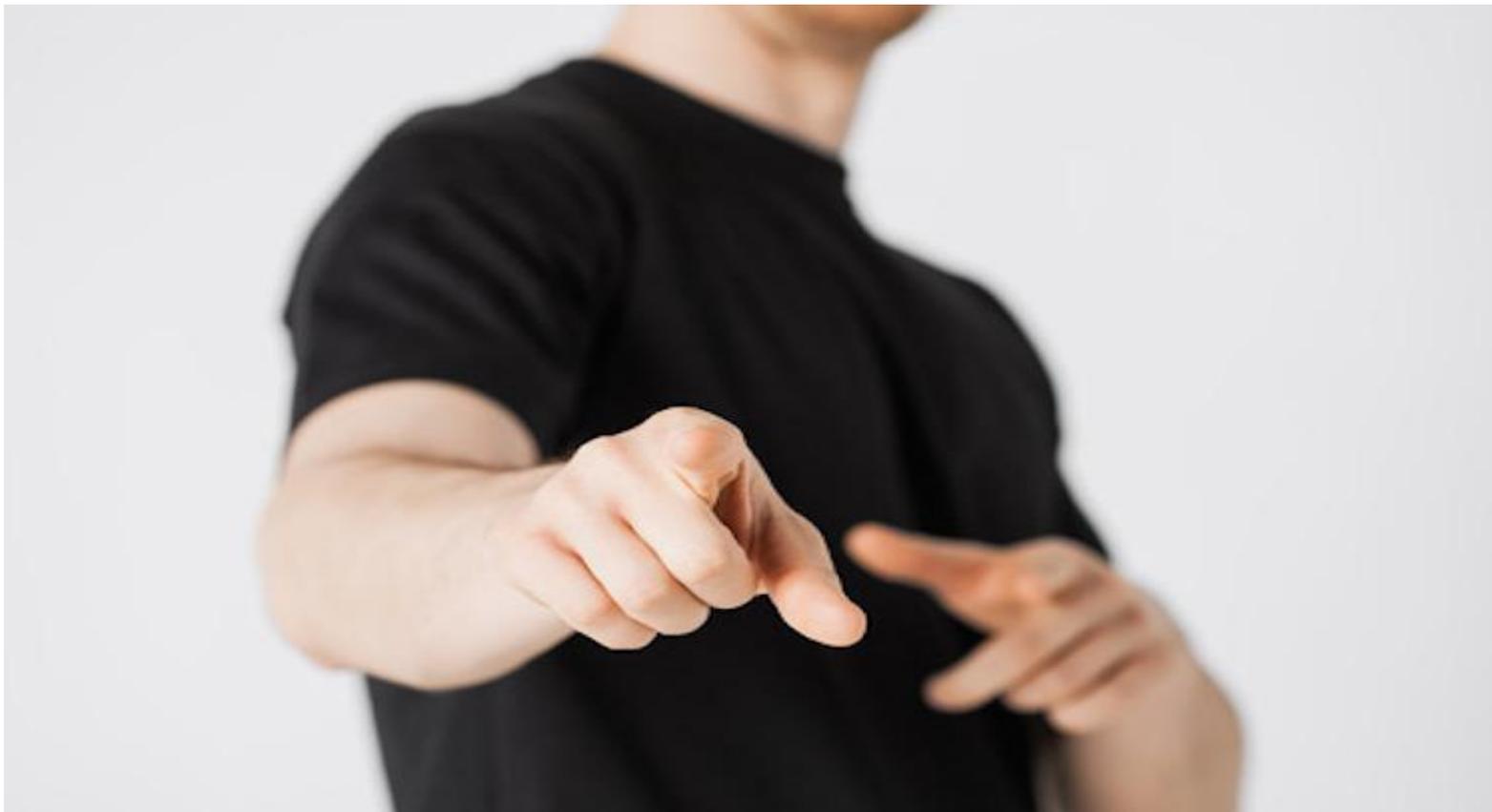


**Lena Geraghty**  
**Analyst at GovEx**

A native Upstate New Yorker, Lena is an MPA graduate of UNC Chapel Hill with a focus on local government and performance management. Before coming to GovEx, Lena spent three years as a legal associate for a San Francisco Bay Area wage-and-hour class action law firm representing employees and translating attorney speak into understandable English.

Lena misses the Mexican food in CA, but is happy to be experiencing actual seasons again.

# Your Turn!



## Summary of What Works Cities

**What Works Cities (WWC) is a new, national initiative from Bloomberg Philanthropies. Its goal is to **elevate and accelerate cities' use of data and evidence** to engage citizens, make government more effective, and improve people's lives.**

- Over three years, What Works Cities will partner with over 100 mid-sized American municipalities. Any U.S. city with a population between 100,000 and 1,000,000 is eligible to participate.
- The program will seek to work with a wide cross-section of cities from all corners of the country who are committed to its goals, no matter how they use data and evidence today.

## **Who said it?**

“People talk about the budget like it’s a bunch of numbers, but it’s the greatest policy document that we have, because it has the greatest impact on people’s lives.”

# That's right - Mayor Berke!



*“People talk about the budget like it’s a bunch of numbers, but it’s the greatest policy document that we have, because it has the greatest impact on people’s lives.”*

# WWC is Providing Chattanooga with Targeted Support

<b>Open Data</b>	Chattanooga will deepen the culture of transparency, accountability and trust between its government and residents through the use of open data and automating the flow of data to Chattanooga's open data portal to improve responsiveness to resident requests and increase access to real-time data
<b>Performance</b>	Chattanooga will make performance management an integral part of the City's day-to-day operations and departmental decision making

# Revisiting the goal statement

In order to make our streets safer the police department  
(Desired outcome: e.g., reduce violent crime) (City/Department/Program)  
will decrease violent crime by 20%  
(Direction: increase/reduce) (Measure/Metric: # of violent crimes) (Target: 5%)  
by July 30, 2016.  
(Timeframe: 2017)

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- Examples:
- response time
  - crime rate
  - ridership
  - volunteer hours
  - injuries
  - employment
  - cost
  - fatalities
  - students reading at grade level
  - miles
  - garbage collected
  - unemployment

# Measures/metrics are the data points

## Education

reading proficiency  
volunteer hours  
cost

## Police

crime rate  
fatalities  
response time  
injuries

## Transit

cost  
ridership  
miles

## Economy

employment  
unemployment

## Public Works

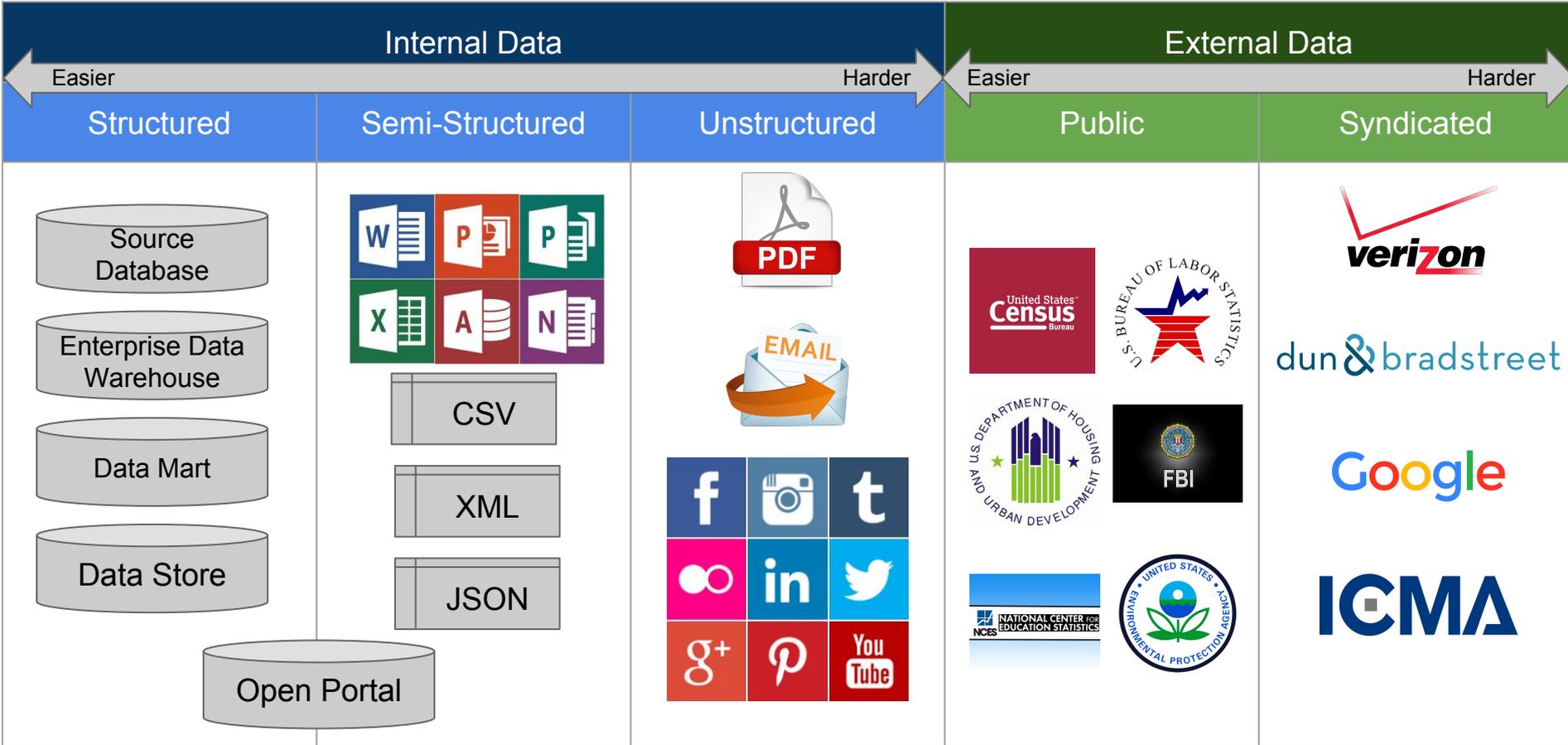
garbage collected  
cost



# So, where is the data?



# Where is the data? How hard is it to get?

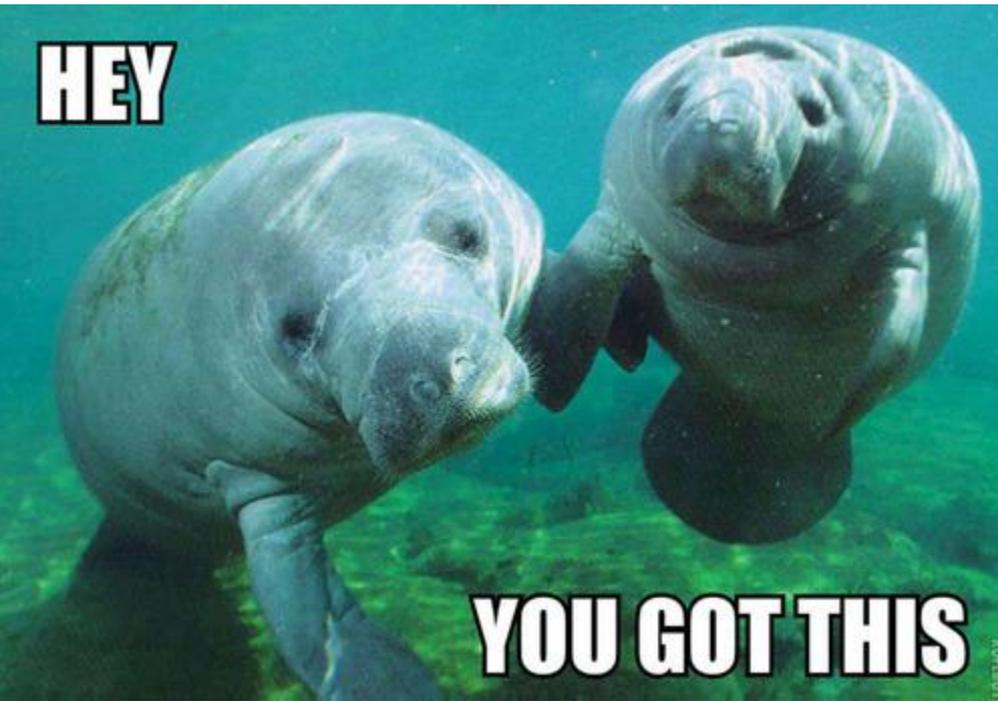


# But what if...

- This is a new measure for my dept
- I don't have historical data
- My background is not in statistics
- I'm new to this work
- The data exists, but it is not high quality



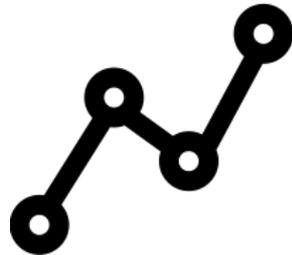
**There's another way!**



# Proxy Measures

## What is a Proxy Measure?

- Indirect measure of the desired outcome which is strongly correlated to that outcome
- Commonly used when direct measures of the outcome are unobservable and/or unavailable
- Use a proxy measure when there is little or no data available about the program being implemented, but the outcome the program is designed to influence has an existing and commonly accepted proxy.



This Measure	Is a Proxy For	And can be found here
Gross Domestic Product (GDP)	<b>Quality of Life, Standard of Living</b>	Department of Commerce: Bureau of Economic Analysis has <a href="#">GDP by state &amp; metropolitan statistical area</a>
Unemployment Rate	<b>Economy, Labor Market</b>	Department of Labor's Bureau of Labor Statistics <a href="#">publishes</a> regular updates to employment, unemployment and wage data.
Air Quality Index (AQI)	<b>Environmental Quality</b>	The Environmental Protection Agency (EPA) publishes <a href="#">Air Quality data</a> by city and county.
Infant Deaths (Mortality)	<b>Maternal, Infant &amp; Child Health</b>	The CDC publishes <a href="#">Linked Birth and Infant Death Data</a> with links to local public health agencies
Obesity Rates	<b>Health &amp; Well-being of a community</b>	CDC publishes <a href="#">Nutrition, Physical Activity and Obesity: Data, Trends and Maps</a> which can be viewed at the state and city level for many cities
Homicide Rates	<b>Public Safety</b>	Local jurisdictions are the best source for the most current crime data, but the <a href="#">FBI publishes annual reports</a> .
Reading & Math Proficiency Levels	<b>Education Quality</b>	The National Center for Education Statistics publishes <a href="#">proficiency scores</a> on standardized tests for many participating jurisdictions.
General Fund Personnel and Operating Expenses per Capita, FTEs per 1,000 population	<b>Government Operations &amp; Management</b>	Personnel Costs, Operating Costs, and FTE counts are usually available in government budget documents, and population is available through the <a href="#">US Census Bureau</a>

# Reflect on what you measure

Thinking about the measures you already have and the measures you want. Do they fit the criteria on the right?

## Criteria for High Value Measures:

- This measure provides a service or addresses a Citywide problem that is related to my BFO outcome
- This measure improve the lives of Chattanooga residents
- This measure will achieve my desired BFO outcome
- This measure will advance ChattaData priorities
- I have a plan to track success of this measure

Questions?

# Next Steps

Setting Targets

Putting it all Together